


REQUEST FOR COUNCIL ACTION

Date: April 7, 2014
Item No.: 13.a

Department Approval

City Manager Approval

Timothy O'Neill

Sam J. Truog

Item Description: Approve Transitioning the Fire Department Staffing Model from a Paid-on-Call Model to a Combination Full-time/Part-time Model

1 **BACKGROUND**

2 The Fire Department first started a staffing program in 1947, utilizing a one person “watchman”
3 model program at what would later become Fire Station #1.

4 In 1966 the program expanded to include the newly built Fairview station which would be called
5 Fire Station #2.

6
7 Beginning in 1972, the Watchman model staffing program was expanded from one firefighter
8 per station to two firefighters per station working nights and Sunday days.

9 In 1976, with the completion of the Dale St. Fire Station the staffing program was altered to staff
10 stations #2 & 3 with two watchman and station #1 with one watchman, the coverage period
11 stayed the same.

12
13 In 2001, the fire department started an experimental daytime staffing program in an attempt to
14 address response issues during daytime hours.

15 The experimental daytime staffing program was made permanent beginning in 2005, resulting in
16 a Paid-on-Call 24/7/365 staffing model.

17
18 The Fire Department is currently requesting to change its staffing model from a paid-on-call
19 model to a “combination full-time/part-time staffing model”. Converting to this new staffing
20 model will bring many advantages both short and long term to the department and our ability to
21 serve the community. Some of the advantages of this new program include stabilization of the
22 on-duty shift program, reduce hiring costs, promote firefighter longevity, will increase our level
23 of proficiency, and we feel is the best long term financial option available.

24
25 The request for the change is based on an ever changing environment of staffing needs,
26 employee hiring, training, costs, retention, an increased volume of calls, complexity of work, and
27 the overall positioning of the Fire Department for future service to the community. As part of our
28 presentation, more detailed information will be provided by staff about why the change in
29 staffing model is needed and how the new staffing model arrangement would work.

30

31 **FINANCIAL IMPACTS**

32 The financial impacts will vary over time based on the number and balance of full-time & part-
33 time firefighters, along with other factors affecting wages and benefits.

34 The financial impacts for the first step of the transitioning of staffing models will be built into and
35 vetted using the 2015 budget approval process.

36

37 **STAFF RECOMMENDATION**

38 Staff recommends Council Approve the Fire Department plan for transition from its current
39 staffing model to a combination full-time / part-time model.

40 **REQUESTED COUNCIL ACTION**

41 Approve the Fire Department plan for transition from its current staffing model to a combination
42 full-time / part-time model.

43

44 Attachment A: Presentation

Prepared by: Timothy O'Neill, Fire Chief

Fire Department Staffing Presentation

Staffing History

- 1947 - Began staffing Fire Station #1 with a Watchman
- 1966 - One night & Sunday “watchman” staffing expanded to the newly built fire station #2
- 1972 – Staffing for fire stations #1 & #2 were increased from one “watchman” to two.
- 1976 – Fire station #3 was completed and the “watchman” staffing program expanded to include the new station.
- 2001- An experimental weekday staffing program was started to address daytime staffing needs
- 2005 started 24/7/365 staffing program

Review Of The Current Staffing Model

- 70 total staff
- 65 Part-time firefighters
- Fire Chief
- 2- Battalion Chiefs who work shifts
- Battalion Chief of Prevention/Fire Marshal
- Fire Inspector



Review Of The Current Staffing Model

- Firefighters work 12 hours shifts 0600-1800 & 1800-0600
- Shifts operate with a crew of 5
- New firefighters receive about three years of training to reach “fully operational status”
- Large investment of time and cost
- Number 1 reason firefighters leave – Full time career



Common Staffing Models

- Full-time - (St. Paul, Minneapolis, Richfield)
- Combination - (St. Anthony, St. Louis Park, Maplewood)
- Duty Crew - (Lake Johanna, Plymouth, Brooklyn Park, Roseville)
- Call-back - (Little Canada, Falcon Heights, New Brighton)

Metro Departments Utilizing Full-time Firefighters

- St. Paul
- Minneapolis
- Excelsior
- Maple Grove
- St. Louis Park
- Minnetonka
- Plymouth
- St. Anthony
- Brooklyn Park
- Golden Valley
- Richfield
- Apple Valley
- Oakdale
- Columbia Heights
- Stillwater
- Edina
- Blaine-Spring Lake Park-Moundsview

Metro Departments Utilizing Full-time Firefighters

- Savage
- Woodbury
- Burnsville
- Cottage Grove
- Coon Rapids
- Shakopee
- Fridley
- South St. Paul
- West St. Paul
- Maplewood

Current And Future Impacts Affecting Staffing & Budgets

- New firefighter recruitment
- New firefighter hiring & training costs
- New firefighter time requirements
- Current firefighter time requirements
- New and changing standards and requirements
- Affordable Health Care Act
- Firefighter wage & benefits
- Number of emergency calls responded annually

Firefighter Recruitment & Retention Challenges

- Complexity of the position
 - Hazardous Materials
 - Active shooter
 - Flammable liquids
 - Chemical events
 - New technology
 - New equipment
 - New Vehicles
 - New community expectations



Staff Recommendation

- Staff Recommends transition to a combination Full-time/Part-time model for the Roseville Fire Department.

Advantages Of

A Combination Department

- Stabilize the shift program
 - Allows for management to schedule firefighters
- Best financial option for short and long term
- Reduce hiring costs
- Promote longevity
- Increased level of proficiency
- Allow for a lengthy transition period
 - Allowing for small adjustment in budgets
 - Allows current firefighters to continue serving the community until they retire
 - Has the least impacts to department operations

FT/PT Program Description & Financial Impacts

- 2015 hire six (6) full-time firefighters
- Firefighters would work 24 hour shifts
- Stabilize current shift program
- Future steps involve hiring full-time staff to replace part-time staff through attrition
- Future step would include potential for full-time supervision



Council Approval & Next Steps

- Seeking Council Approval to transition the Fire Department's staffing model to a combination model as described.
- Structure Fire Department's 2015 budget using the new staffing model.
- Prepare for a fall hiring process with a January 2015 start date.

Questions